



## ECONOMIC DEVELOPMENT ADVISORY COMMITTEE MEETING

Tuesday, January 21, 2025, 8 p.m.

3rd Floor - Poplar Room

315 Jespersen Ave

Spruce Grove, AB T7X 3E8

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**10. ADJOURNMENT**

10.1 Adjournment - Economic Development Advisory Committee - January 21, 2025

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## REQUEST FOR DECISION

**MEETING DATE:** January 21, 2025

**TITLE:** Adoption of the Agenda - Economic Development Advisory Committee - January 21, 2025

**DIVISION:** Strategic and Communication Services

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### **SUMMARY:**

Committee members are provided the opportunity to add items they would like to discuss during the meeting, remove items, or change the order of proceedings.

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### **PROPOSED MOTION:**

THAT the agenda be adopted as presented.

### **BACKGROUND / ANALYSIS:**

The agenda sets the course of action for the meeting. This ensures the business of the day is followed through and completed as required.

The agenda is approved by a motion of the Committee and must be passed by a majority of the members present. Once the agenda is approved, no further changes may be made unless approved by the majority of the Committee members present.

### **OPTIONS / ALTERNATIVES:**

THAT the agenda be adopted as amended.

### **CONSULTATION / ENGAGEMENT:**

n/a

**IMPLEMENTATION / COMMUNICATION:**

n/a

**IMPACTS:**

n/a

**FINANCIAL IMPLICATIONS:**

n/a



## REQUEST FOR DECISION

**MEETING DATE:** January 21, 2025

**TITLE:** Minutes - Economic Development Advisory Committee - October 1, 2024

**DIVISION:** Strategic and Communication Services

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### **SUMMARY:**

The minutes of the previous Economic Development Advisory Committee meeting are placed on the agenda for approval.

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### **PROPOSED MOTION:**

THAT the October 1, 2024 Economic Development Advisory Committee meeting minutes be approved as presented.

### **BACKGROUND / ANALYSIS:**

The Economic Development Advisory Committee meeting minutes are the official written record of the actions that took place during the meeting; a snapshot of the decisions that the Committee made and the outcome of the vote.

The minutes are written without notes or transcribing of discussions that may have taken place during an agenda item.

Committee members review the minutes prior to the meeting to review for any changes that may need to be made. A motion for an amendment is required if an error has been noted. If there are no amendments to the minutes, a motion to approve the minutes as presented is made by a member of the Committee. The minutes are signed by the Chair and the Recording Secretary.

A copy of the minutes will be included in a future Regular Council Meeting agenda package.

**OPTIONS / ALTERNATIVES:**

THAT the October 1, 2024 Economic Development Advisory Committee meeting minutes be approved as amended.

**CONSULTATION / ENGAGEMENT:**

n/a

**IMPLEMENTATION / COMMUNICATION:**

n/a

**IMPACTS:**

n/a

**FINANCIAL IMPLICATIONS:**

n/a

DRAFT



**THE CITY OF SPRUCE GROVE**

**Minutes of Economic Development Advisory Committee**

**October 1, 2024, 7 p.m.**

**3rd Floor - Poplar Room**

**315 Jespersen Ave**

Members Present: Councillor Oldham, Chair  
Councillor Carter, Vice Chair  
Councillor Houston  
Charlene Bell, Public-at-Large  
Kelly John Rose, Greater Parkland Regional Chamber Representative  
Robert Smith, Industrial Sector Representative  
Teresa Bateman, Public-at-Large  
Tyler Perozni, Commercial Sector Representative  
Victor Moroz, City Centre Business Association Representative

Members Absent: Bruce Mullett, Commercial Sector Representative  
Don Cooper, Industrial Sector Representative

Also in Attendance: Christina Kortmeyer, Senior Long Range Planner  
Lee Ann Beaubien, Planner II  
Anika Gutowski, Economic Development Marketing Advisor  
Dave Walker, Director of Economic and Business Development  
Jodi Fulford, Economic Development Specialist - Commercial

DRAFT

Karla Daniels, Economic Development Specialist - Industrial  
Nicole Hitchens, Recording Secretary

**1. CALL TO ORDER**

Chair Oldham called the meeting to order at 7:01 p.m.

**2. AGENDA**

2.1 Adoption of the Agenda - Economic Development Advisory Committee - October 1, 2024

**Resolution:** EDAC-012-24

**Moved by:** Tyler Perozni

THAT the agenda be adopted as presented.

**Unanimously Carried**

**3. MINUTES**

3.1 Approval of Minutes - Economic Development Advisory Committee - June 3, 2024

**Resolution:** EDAC-013-24

**Moved by:** Teresa Bateman

THAT the June 3, 2024 Economic Development Advisory Committee meeting minutes be approved as presented.

**Unanimously Carried**

**4. DELEGATIONS**

4.1 Information Presentation - CN Rail

Kelly John Rose joined the meeting at 7:03 p.m.

Chair Oldham introduced Julianne Threlfall.

Julianne Threlfall, Manager Public and Government Affairs Alberta and NWT of CN provided a presentation on CN Rail.

Committee thanked Julianne Threlfall for the presentation.



4.2 Urban Agriculture Enabling Policy Plan Project

Chair Oldham introduced Christina Kortmeyer and Lee Ann Beaubien.

Christina Kortmeyer, Senior Long Range Planner, and Lee Ann Beaubien, Planner II, provided a presentation on the Urban Agriculture Enabling Policy Plan Project.

Committee thanked Christina Kortmeyer and Lee Ann Beaubien for the presentation.

4.3 Event Tourism Strategies

Chair Oldham introduced Meagan Carey and Rob Parks.

Meagan Carey and Rob Parks, Partners RC Strategies, provided a presentation on Event Tourism/Hosting Strategies.

Committee thanked Meagan Carey and Rob Parks for the presentation.

5. **BUSINESS ITEMS**

5.1 Start Ups and Early-Stage Business Support Program

Jodi Fulford, Economic Development Specialist - Commercial, presented on Start Ups and Early-Stage Business Support Program.

Committee thanked Jodi Fulford for the presentation.

**Resolution:** EDAC-014-24

**Moved by:** Victor Moroz

THAT the Early-Stage Business Support Program be accepted as presented.

**Unanimously Carried**

**Resolution:** EDAC-015-24

**Moved by:** Charlene Bell

THAT the letter of support for the Early-Stage Business Support Program be approved and submitted to Council.

**Unanimously Carried**

5.2 2025 Economic Development Advisory Committee Meeting Dates

Dave Walker, Director of Economic and Business Development, presented on 2025 EDAC Meeting Dates.

The proposed 2025 dates are January 21, April 1, June 24, and September 16. These dates will be approved by EDAC at the January 21, 2025 EDAC Organizational Meeting.

Committee thanked Dave Walker for the presentation.

**6. INFORMATION ITEMS**

6.1 City Centre Incentives

Dave Walker, Director of Economic and Business Development, presented on City Centre Incentives.

Committee thanked Dave Walker for the presentation.

6.2 2024 Economic Development Advisory Committee Annual Report to Council

Dave Walker, Director of Economic and Business Development, presented on the 2024 Economic Development Advisory Committee Annual Report to Council.

Victor Moroz and Teresa Bateman will assist in preparing the report and make the presentation to Council on February 10, 2025.

Committee thanked Dave Walker for the presentation.

**7. CLOSED SESSION**

There was no Closed Session on the agenda.

**8. BUSINESS ARISING FROM CLOSED SESSION**

There was no Business Arising from Closed Session.

9. **ADJOURNMENT**

9.1 Adjournment - Economic Development Advisory Committee - October 1, 2024

**Resolution:** EDAC-016-24

**Moved by:** Tyler Perozni

THAT the Economic Development Advisory Committee adjourn at 9:22 p.m.

**Unanimously Carried**

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Dave Oldham, Chair

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Nicole Hitchens, Recording Secretary

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Date Signed



## REQUEST FOR DECISION

**MEETING DATE:** January 21, 2025

**TITLE:** 2024 Economic Development Advisory Committee Summary of Activities

**DIVISION:** City Manager's Office

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### **SUMMARY:**

This report summarizes the activities and accomplishments of the Economic Development Advisory Committee (EDAC) in 2024. These initiatives were identified in the annual work plan or were identified by EDAC during the year and brought forward for Council decision.

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### **PROPOSED MOTION:**

A motion is not required.

### **BACKGROUND / ANALYSIS:**

The following are activities and accomplishments of EDAC in 2024.

#### **Early-Stage Business Support**

The Economic and Business Development Department was tasked with exploring ways to support start-ups and early-stage companies. As a result, the proposal for a "Business Incubator, Accelerator, and Enhanced Business Services Program" became a key initiative in the City's 2023-2025 Corporate Strategic Plan.

The City engaged Campus Innovation Consulting Group to conduct a feasibility study aimed at exploring options for delivering business services. The study, titled the "Early-Stage Business Support Program," focused on determining the most effective approach for a potential business incubator. Its key objective was to assess whether a traditional physical incubator aligns with the City's vision or if a more innovative alternative would better serve its economic and entrepreneurial goals.

EDAC has been actively involved in the project from the outset. In January 2024, Committee participated in a roundtable workshop to discuss the project's goals and provide feedback regarding the approaches identified in the study. By March, Committee reviewed the findings and recommendations, contributing further insights. EDAC was re-engaged in June and October, receiving updates, and offered additional input to help shape the project's direction.

### **City Centre Redevelopment Incentives**

The City of Spruce Grove has invested \$43 million to revitalize the City Centre, making it essential to explore strategies that encourage new commercial and high-density residential projects. One approach is to develop recommendations for potential incentives and bylaw changes that would promote redevelopment in the City Centre.

In December 2023, FBM Planning was commissioned to conduct a study on the economic incentives and land use bylaw practices used by other Canadian municipalities to drive downtown development and revitalization. This report was reviewed by EDAC who recommended that further work needed to be done. This included looking at options that would specifically suit Spruce Grove and would have the greatest efficacy. As such, it was recommended that this be included in EDAC's 2025 work plan.

### **Tourism Attraction**

EDAC proposed that Spruce Grove explore ways to attract events that would optimize the use of the city's sports and recreation facilities, while drawing visitors to local hotels, restaurants, and other local businesses. They recommended that Spruce Grove develop a strategy to position itself as a premier event destination. This would leverage the city's facilities and regional assets to attract sporting, cultural, and other events that can serve as economic drivers.

The City engaged Look Ahead Consulting to prepare an Event Tourism Backgrounder. The report offers recommendations for creating and implementing a more comprehensive Event Hosting Strategy that aligns with the city's strategic vision, addresses current market trends, and identifies opportunities to generate economic, social, and cultural benefits.

The backgrounder report was reviewed by EDAC who recommended that an Event Tourism Strategy be developed which supports Spruce Grove's goal of becoming a competitive event hosting destination. This recommendation has been included as part of the proposed 2025 EDAC workplan.

### **CN Rail Line Impacts**

EDAC continued to discuss the effects of the CN Rail tracks running through the city, focusing on how they impact accessibility and the operational efficiency of businesses that rely on crossing the tracks.

EDAC met with CN Rail representatives to discuss the impact of CN's operations through Spruce Grove including opportunities for further engagement. This includes discussions with CN Rail on future planning as the city grows, managing impacts, and looking at infrastructure requirements.

**Other Items**

EDAC also provided input in the development of the City's new Brand Strategy Initiative, the Housing Strategy, and the Urban Agriculture Enabling Policy Plan.

**OPTIONS / ALTERNATIVES:**

n/a

**CONSULTATION / ENGAGEMENT:**

n/a

**IMPLEMENTATION / COMMUNICATION:**

n/a

**IMPACTS:**

n/a

**FINANCIAL IMPLICATIONS:**

n/a

# 2024 ACTIVITY REPORT

## ECONOMIC DEVELOPMENT ADVISORY COMMITTEE (EDAC)

Presented to EDAC January 21, 2025

# EDAC MAJOR ACCOMPLISHMENTS 2024

## EDAC 2024 Meetings:

- January 30th
- March 26th
- June 3rd
- October 1st

Councillor Danielle Carter – Chair (2024 Vice Chair)

Tyler Perozni – Commercial Sector

Councillor Stuart Houston – Vice Chair

Robert Smith – Industrial Sector

Councillor Dave Oldham (2024 Chair)

Don Cooper – Industrial Sector

Victor Moroz – City Centre Business Association

Charlene Bell – Public-at-Large

Kelly John Rose – Greater Parkland Regional Chamber

Teresa Bateman – Public-at-Large

Bruce Mullett – Commercial Sector



# EDAC

## MAJOR ACCOMPLISHMENTS 2024

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### Early-Stage Business Support Program

- **GOAL:** To provide a framework to help the City better support start-ups and early-stage businesses in Spruce Grove
- A study titled Early-Stage Business Support Program was developed
- EDAC provided input and forwarded a letter to Council supporting the implementation of the recommendations set out in the report

### City Centre Redevelopment Incentives

- **GOAL:** Identify incentives and bylaw changes to promote redevelopment in City Centre
- City engaged FBM Planning to assess incentives and land-use bylaws to encourage investment in City Centre
- EDAC suggested the City develop a strategy that considers options best suited to Spruce Grove
- Recommended a strategy to be developed and be included in EDAC's proposed 2025 workplan

# EDAC

## MAJOR ACCOMPLISHMENTS 2024

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### Event Tourism Attraction

- **GOAL:** To position Spruce Grove as a premier event destination
- An Event Tourism Backgrounder report was developed; EDAC recommended a more comprehensive Event Tourism Strategy be developed
- This recommendation is included as part of the proposed 2025 EDAC workplan

### CN Rail Line Impacts

- EDAC met with CN Rail to discuss impact of CN's operations through Spruce Grove including opportunities for further engagement

# EDAC

## MAJOR ACCOMPLISHMENTS 2024

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### Other Tasks:

- **Brand Strategy Initiative:**

- Goal is to create a brand that identifies and promotes the City as a distinct, regionally competitive city for economic and community development
- Expected to launch in Spring 2025

- **Housing Strategy**

- To guide the City's approach to housing and inform future decisions on land use and housing developments
- Will be presented to Council early in 2025

- **Urban Agriculture Enabling Strategy (UAP)**

- Will identify opportunities that the City and the community could undertake to support urban agriculture in the City, including future tasks and projects
- With changes withing EMRB, the UAP is on hold
- A plan/strategy will be developed but delayed until later this year

# QUESTIONS ?



## REQUEST FOR DECISION

**MEETING DATE:** January 21, 2025

**TITLE:** Early-Stage Business Support Program

**DIVISION:** City Manager's Office

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### **SUMMARY:**

The presentation will provide an update of the Early-Stage Business Support Program (EBSP). The EBSP is designed to foster entrepreneurship growth and support early-stage businesses in Spruce Grove.

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### **PROPOSED MOTION:**

A motion is not required.

### **BACKGROUND / ANALYSIS:**

The City of Spruce Grove aims to enhance the local economic ecosystem by supporting small businesses and start-ups, as outlined in the City's Strategic Plan 2022 - 2025 (Goals 10 and 13).

This commitment is further emphasized in the Economic Development Strategy and Action Plan 2023 - 2028, which identifies five key goals, including "Support Entrepreneurship and Innovation in Spruce Grove".

As part of this effort, several initiatives are under consideration, such as SMARTStart program partnership with Community Futures Centre West, "The Cashflow Canvas" program by Nail the Numbers Inc., and a virtual startup support network.

The presentation will cover the following overview of the Early-Stage Business Support Program (EBSP). The program's implementation included five key components:

1. Business Development Specialist: A dedicated Economic Development Specialist - Business Development was hired October 7, 2024 to coordinate and manage the program.
2. “SMARTStart Program”: A foundational component providing mentorship and entrepreneurial support. Through online learning, in-person seminars and mentorship, SMARTStart gives entrepreneurs an idea and new business owners the tools to help build a plan to set up their business up for success.
3. “The Cashflow Canvas” Secondary Stream Programming: Additional support for entrepreneurs enrolled/not enrolled in the SMARTStart program. Ideal for early-stage entrepreneurs to learn foundational skills to empower them by building a balanced and profitable budget.
4. Partnership Development: Collaborations with organizations such as Community Futures, Business Link, and Edmonton Regional Innovation Network (ERIN).
5. Tools for Success: Utilization of a Customer Relationship Management (CRM) system, Artificial Intelligence tools to increase productivity, and a cloud-based storage system for documentation.

#### **OPTIONS / ALTERNATIVES:**

n/a

#### **CONSULTATION / ENGAGEMENT:**

Throughout the development of the Early-Stage Business Support Program (EBSP), the Economic Development Advisory Committee (EDAC) has been actively engaged in the consultation process, providing valuable input and feedback. EDAC’s support and insights have helped shape the program’s focus areas, ensuring alignment with Spruce Grove's economic development goals and priorities. A letter from EDAC to Council, dated October 1, 2024, demonstrated EDAC’s support for this program.

#### **IMPLEMENTATION / COMMUNICATION:**

On December 11, 2024, Economic and Business Development hosted an event “Vital Tips for Aspiring and New Businesses”, featured guest speakers from Business Link, Community Futures, and Business Development Bank of Canada (BDC) and presenters from the City’s Planning & Development, to provide expert advice and practical tips to aspiring and new businesses.

**IMPACTS:**

n/a

**FINANCIAL IMPLICATIONS:**

n/a

# Early-Stage Business Support Program

**Economic & Business Development Department**  
Presentation to EDAC – January 21, 2025



# Early-Stage Business Support Program

## Agenda

1. Summary
2. Background / Analysis
3. Consultation / Engagement
4. Implementation / Communication



# Early-Stage Business Support Program

## Summary

- The **Early-Stage Business Support Program (BSP)** will focus on:
  1. Delivering programs to support start-ups and early-stage businesses.
  2. Collaborating with regional and local partners to enhance business growth
  3. Building a mentorship network to guide entrepreneurs.
  4. Fostering innovation through a supportive business ecosystem.

## Background / Analysis

- Throughout the development of the Early-Stage Business Support Program (EBSP), the Economic Development Advisory Committee (EDAC) has been actively engaged in the consultation process, providing valuable input and feedback.

# Early-Stage Business Support Program

## The program's implementation includes five key components:

1. **Business Development Specialist:** A dedicated Economic Development Specialist – Business Development was hired October 07, 2024 to coordinate and manage the program.
2. **“SMARTStart Program”:** In partnership with Community Futures Centre West, a foundational component providing mentorship and entrepreneurial support. Through online learning, in-person seminars and mentorship, SMARTstart gives Entrepreneurs with an idea and new business owners the tools to help build a plan to set up their business up for success.
3. **A Secondary Stream Programming potentially “The Cashflow Canvas”:** Additional support for entrepreneurs enrolled/not enrolled in the SMARTStart program. Ideal for early-stage entrepreneurs to learn foundational skills to empower them by building a balanced and profitable budget.
4. **Partnership Development:** Collaborations with organizations such as BDC, Community Futures, Business Link, the Greater Parkland Regional Chamber of Commerce, Edmonton Regional Innovation Network (ERIN), and Alberta Women Entrepreneurs (AWE) are essential for success.
5. **Tools for Success:** Utilization of a Customer Relationship Management (CRM) system, such as HubSpot, Artificial Intelligence tools to increase productivity, and a cloud-based storage system for documentation.

# Early-Stage Business Support Program

## Implementation / Communication

### On December 11, 2024, we hosted a Vital Tips for Aspiring and New Businesses Event:

- **Expert Advice** – Insights from experienced professionals from Business Link, Business Development Bank of Canada (BDC), Community Futures, and the City of Spruce Grove Planning & Development team
- **Practical Tips** – How to get started, access support, and build their business
- **Networking Opportunities** – Met other entrepreneurs and professionals in our community
- **Resources You Can Use** – Discovered local and regional programs tailored to their needs
- **Light Refreshments** - Enjoyed light refreshments on us while they learned and connected
- **38 Attendees** - Solidified the need for creating an entrepreneurial ecosystem in Spruce Grove

# Early-Stage Business Support Program



# Early-Stage Business Support Program


## Feedback from the Vital Tips for Aspiring and New Businesses Event

 **Kellie Rose** 🌱 • 2nd  
Occupational Health and Safety Environmental System Technician

3w ...

The event was thoughtfully organized to ensure that each attendee felt welcomed and informed, with sessions dedicated to explaining City standards and the latest codes relevant, making the complex information accessible and relatable; the event also focused on the specific licensing requirements for new businesses, recognizing how crucial this knowledge is for their success; additionally, organizers included discussions on banking needs tailored for entrepreneurs, offering insights into planning, financial services and funding options that could help them achieve their dreams, creating a supportive atmosphere where participants could connect with experts, share their experiences, and build valuable networks for their future endeavors.

Like · 🗨️ 1 | Reply

 **Emy Anne**  
The event was meticulously organized and delivered to ensure that all attendees received comprehensive information on how to thrive as business owners in Spruce Grove. Participants discovered City standards and expectations, the latest codes relevant to business needs and deliverables, and even addressed the specific licensing requirements for businesses, which is crucial for compliance; furthermore, the program included sessions focused on planning and banking needs for new businesses, highlighting essential financial services, and strategic advice to help entrepreneurs navigate the complexities of establishing their venture. The event fostered a collaborative environment where participants could engage with experts, ask questions, and network effectively to enhance their understanding and operational readiness.  
Super professional 🌟

3w Love Reply Hide

# Early-Stage Business Support Program

## Next steps:

### 1. Launching the SMARTstart program



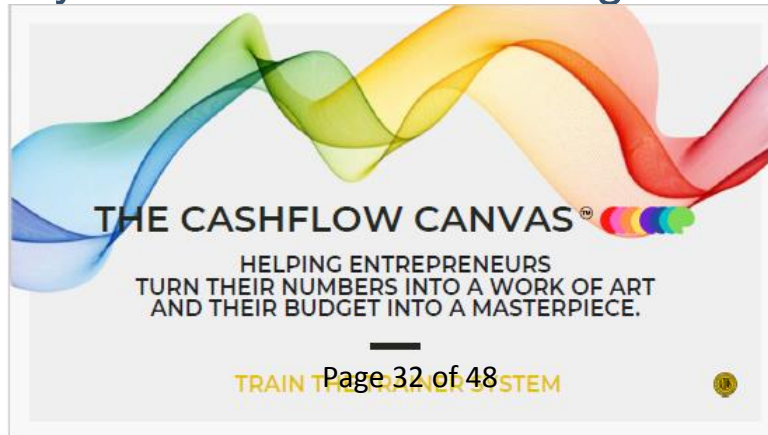
- An award winning & successful entrepreneurial training program offering tools, mentorship and business planning
- 50-to-60-hour program offered over 8-to-10 months, in cohorts of up to 20 that consists of:
  - **Online training** - Masterclass
  - **Workshops** - twice per month facilitated by local experts
  - **Mentorship** - established business owners from the community paired with entrepreneurs
  - **Entrepreneurs Graduate** - from the program with a business or feasibility plan for their business or idea

# Early-Stage Business Support Program

## Next steps:

2. Once successful launch of the **SMARTstart** program, we will position a launch of a secondary program, potentially “**The Cashflow Canvas**” to support a broader range of entrepreneurs outside of SMARTstart.

- “**The Cashflow Canvas**” by Nail The Numbers, is a brilliant three-part process that helps business owners master the art of budgeting.
- Modelled after The Business Model Canvas, “**The Cashflow Canvas**” breaks down the budgeting process into eight easy-to-understand building blocks.





# Early-Stage Business Support Program

## Conclusion

Small businesses face the enormous challenge of making it beyond the 3-to-5-year mark. In fact, statistics show a 35% success rate. However, with proper training and resources, a 35% success rate can translate to 80-90% of those businesses succeeding beyond 5 years.

The **Early-Stage Business Support Program** will increase the chances of business success rate and will adapt and change over time to meet the needs of Small Businesses in our community.

Thank you!



## REQUEST FOR DECISION

**MEETING DATE:** January 21, 2025

**TITLE:** 2025 Economic Development Advisory Committee Work Plan

**DIVISION:** City Manager's Office

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### **SUMMARY:**

In accordance with the Economic Development Advisory Committee Bylaw C-1121-20, the Committee is required to develop an annual work plan for Council approval that identifies key priorities and goals based on its mandate and bylaw.

This report summarizes the 2025 Economic Development Advisory Committee (EDAC) Work Plan items.

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### **PROPOSED MOTION:**

THAT the 2025 Economic Development Advisory Committee Work Plan be approved as presented.

### **BACKGROUND / ANALYSIS:**

The following initiatives are recommended as part of the 2025 EDAC Work Plan.

#### **City Centre Redevelopment Incentives**

As follow up to work initiative in 2024, EDAC will take a detailed look at specific incentives that could be used to promote redevelopment and revitalization of the City Centre. This will result in a study that will provide recommendations on incentives most suited to Spruce Grove as well addressing some of the structural issues that take away from optimal land use.

The outcome is a strategy that will be presented to City Council for review and approval.

**Event Tourism Strategy**

Building on the work undertaken in 2024 to scope out the opportunity, EDAC will develop an Event Tourism Strategy that aligns with the city's strategic vision, addresses current market trends, and identifies opportunities to generate economic, social, and cultural benefits. This would leverage the City's facilities and regional assets to attract sporting, cultural, and other events that can serve as economic drivers.

The outcome is a strategy that will be presented to City Council for review and approval.

**Other Items**

EDAC is invited to suggest additional work plan items for 2025.

**OPTIONS / ALTERNATIVES:**

n/a

**CONSULTATION / ENGAGEMENT:**

Two EDAC members will be chosen to present the 2025 EDAC Work Plan to Council in February.

**IMPLEMENTATION / COMMUNICATION:**

EDAC will present the 2025 EDAC Work Plan to Council at the February 24, 2025 Regular Council Meeting for approval.

**IMPACTS:**

n/a

**FINANCIAL IMPLICATIONS:**

n/a

# EDAC Workplan 2025

**Economic & Business Development Department**  
Presentation to EDAC – January 21, 2025

# EDAC 2025 WORKPLAN

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In accordance with EDAC Bylaw C-1121-20, the Committee is required to develop an annual work plan for Council approval.

The EDAC Workplan for 2025 recommends the following:

1. **City Centre Redevelopment Incentives**
2. **Event Tourism Strategy**
3. **Proposed additional Workplan items**

# City Centre Development Incentives

- Used by municipalities to promote downtown development, revitalization, and investment
  - Incentives vary depending on the specific goals being targeted
- The City undertook a review of how city centre incentives are being used across Canadian municipalities and the study generated several recommendations

# City Centre Development Initiatives

3 types of incentives were recommended for Spruce Grove to consider:

- **Grant Incentives**

- Common form of development/revitalization incentive where grants are provided to support of a variety of undertakings:

- Storefront beautification & improvements & building exterior renovations
- Premises improvements (building exterior renovations, landscaping, amenities)
- Building interior (barrier free, accessibility, mechanical systems)
- Redevelopment of existing buildings
- Underground & surface parking
- Murals & patios
- Activation, events & collaboration
- Demolition
- Heritage
- Development (new construction and renovation)

# City Centre Development Initiatives

- Tax & Regulatory Incentives

- Widely used to encourage City Centre development and can include:
  - Fee reductions, exemptions and rebates
  - Priority processing
  - Business loan program (accessibility, environmental, building improvements)
  - Amenity contribution
  - Land use policy (density bonus, upzoning, parking, multi-use development)
  - Parking reform



# City Centre Development Initiatives

- **Direct Municipal Investment Incentives**

- Where new investment is not happening as quickly as planned, municipalities can take a more direct role to stimulate investment and can take the following forms:

- **Municipal Lease Agreements**

- Requires entering into lease agreements between developers and the municipality, incentivizing City Centre development while concurrently meeting municipal space needs.

- **Municipal Land Assembly or Acquisition**

- This addresses the difficulty in assembling City Centre development sites that are large enough for the development of mixed-use, multi-unit buildings;
- Involves acquiring and assembling under-utilized parcels or brownfield sites to create viable developable parcels.

# City Centre Development Initiatives

- In 2023, the City implemented the City Centre Storefront Improvement Program (SIP)
  - A 3-year grant incentive program that provides funding to commercial property and business owners in the City Centre to make exterior improvements to their storefronts.
- A business case has been included in the City's 2025 budget plan to review whether Spruce Grove should implement other direct and indirect incentives to encourage development and redevelopment in the City Centre.

# Event Tourism Strategy

**Purpose:** The Event Tourism Strategy is designed to position Spruce Grove as a premier destination for both regional and national events, contributing to the city's economic growth, increased visibility, and tourism appeal.

**Goal:** The overarching objective is to attract events that align with Spruce Grove's unique character, create memorable experiences for visitors, and leave lasting economic and social impacts.

## Focus Areas:

- **Community Strengths:** Highlight Spruce Grove's local culture, attractions, and infrastructure that make it an ideal location for hosting events.
- **Event Benefits:** Focus on both the short-term and long-term benefits such as increased tourism, local business revenue, and enhanced city reputation.
- **Future Investments:** Identify strategic infrastructure or venue improvements that may be needed to support larger-scale events.

# Event Tourism Strategy

## Overview of Process

**Phased Approach:** The development of this strategy will be guided by four phases, allowing for an iterative approach that includes stakeholder engagement, research, and testing of concepts before full implementation.

### Key Deliverables:

**Event Framework:** A comprehensive plan that details the types of events that would best suit Spruce Grove, including guidelines for hosting.

- **Impact Analysis:** A detailed analysis of potential economic, social, and environmental impacts for each type of event considered.
- **Recommendations:** Specific recommendations for infrastructure investments, marketing strategies, and partnerships to ensure successful event hosting.

**Timeline:** Approximately five months to completion.

# Event Tourism Strategy Questions for EDAC

## Questions:

- **What should we know to inform as we start the project?**
- **Are there any challenges or unique community contexts we should be aware of?**
- **What are you most looking forward to learning more about through our research?**
- **How does event hosting evolve in Spruce Grove once this strategy is complete?**

# Additional Workplan Items

- EDAC is provided the opportunity to suggest additional workplan items for 2025

## Presentation of Workplan to Council

- EDAC members Teresa Bateman and Victor Moroz have agreed to present the 2025 EDAC Workplan to Council on February 24<sup>th</sup> for approval.



## REQUEST FOR DECISION

**MEETING DATE:** January 21, 2025

**TITLE:** Adjournment - Economic Development Advisory Committee -  
January 21, 2025

**DIVISION:** Strategic and Communication Services

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### **SUMMARY:**

Adjournment indicates the end of the meeting and the completion of the agenda items.

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### **PROPOSED MOTION:**

THAT the Economic Development Advisory Committee adjourn at TIME p.m.

### **BACKGROUND / ANALYSIS:**

The Chair shall ask for a motion from the Committee. Once the motion has been made and the members vote, the meeting is now complete.

### **OPTIONS / ALTERNATIVES:**

n/a

### **CONSULTATION / ENGAGEMENT:**

n/a

### **IMPLEMENTATION / COMMUNICATION:**

n/a

**IMPACTS:**

n/a

**FINANCIAL IMPLICATIONS:**

n/a